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22 June 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Memorandum for the Record

1. At the DD/P Senior Staff meeting on 21 June, COP-DD/P opened a general discussion of the recruitment problem of CIA and more specifically the DD/P. Comments and suggestions of any type were encouraged and some highly divergent views were developed as to the nature of our problems and ways and means of overcoming them. The purpose of the discussion and the atmosphere were entirely constructive and some of the more significant views are set out in subsequent paragraphs.

2. Attention is called to the fact that DD/P is putting on a recruitment drive through the Area Divisions and Staffs to fill essential vacancies in T/O's. This is concurrent with the fact that the DD/P ceiling has already been exceeded. I have discussed this problem with Dick and have told him about our action to pull the entire T/O and ceiling picture together so that a concerted approach can be made to the DCI. Dick is in full accord and is appreciative of the action being taken. It is imperative, however, that the essential data be pulled together quickly.

3. [REDACTED] pointed out that they had recently acquired a new recruit—a Reserve Marine Officer being released from active duty. He pointed out that the man was very experienced in activities allied to CIA and was superbly qualified, and that he had come to CIA's attention purely by chance. He pointed out that the military services are continuously releasing excellent Reserve Officers who probably have no knowledge of CIA and its recruitment needs. He recommended that CIA establish working relationships with each of the relatively few discharge points of each of the services to screen all personnel for possible CIA interest.

4. One of the Senior Staff Chiefs felt that the mechanical processes for extracting from Agency records the identities of personnel possessing

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specialized qualifications was not working effectively. The belief was expressed that the process of converting the "qualification requirements" of the requesting office into mechanical sorting codes was so inaccurate that individuals were identified as qualified but upon review there is little or no relationship to the original qualifications. This not only results in much wasted time but indicates the possibility that truly qualified persons are not being identified.

5. A suggestion was made that the Agency develop broader standards for recruitment and adopt a limited general recruitment program without regard to specific vacancies and the specific needs of organizational components. Applicants would be passed upon by a selection board as being generally qualified for CIA employment.

6. The view was strongly expressed that CIA was not getting its share of college graduates. Of the hundreds of thousands of annual graduates it was believed that a much greater number would be both qualified in a general way and interested in taking a crack at a vocation as different as CIA. Colonel Baird expressed the belief that our network of college consultants was not called upon with nearly enough frequency to maintain their interest and enthusiasm for and about CIA. He expressed the belief that they should be contacted at not less than quarterly intervals. Colonel Baird also stated that the flow of JOY's was not adequate to keep the pipeline full.

7. In connection with JOY's the view was expressed that the custom of marking personnel folders of prospective employees with "Not Suitable for JOY" was the kiss of death and might be causing the rejection of many excellent people.

8. The view was expressed by GOF that the truly critical shortage of personnel was and always would be in the age and experience group above the JOY level and that this need for qualified, trained personnel could only be satisfied by lateral recruitment. To keep up with attrition and growth, a constant flow of lower level replacements who would acquire training and experience was, of course, essential.

9. The view was expressed that our college recruitment program was too limited to ivy league and large coastal colleges. The point was made that we should contact colleges of all sizes from the Alleghenies to the ~~University of~~ for that group of persons who want to enlarge their horizons and leave their environment. It was pointed out that

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there are no native New Yorkers and that the Navy is made up of Middle-west landmen and not coastal people. In general the view was expressed that we should be able to convert the present trickle of college graduates into a steady stream.

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